

Jobs and Skills Australia Core Skills Occupation List (CSOL)

September 2025

QTIC Industry Consultation



**QUEENSLAND
TOURISM INDUSTRY
COUNCIL**

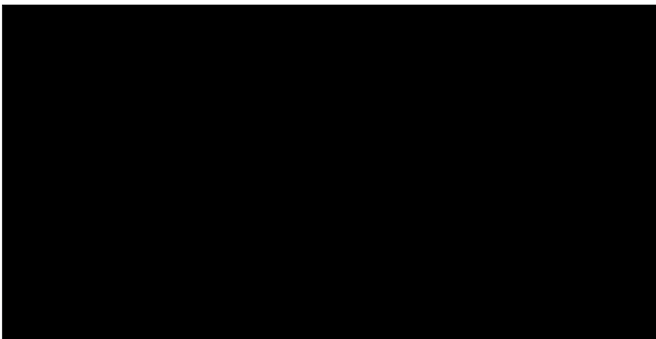
The Voice of Tourism

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Acknowledgement of Country

QTIC acknowledges the Traditional Owners and Custodians of Country throughout Queensland. We recognise those who shared stories, welcomed guests on Country, and were stewards of the earth for millennia before us, and their continued connection to land, waterways, and culture.



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CONTENTS

INTRODUCTION	4
EXECUTIVE SUMMARY.....	5
OVERVIEW	6
CONSULTATION RESULTS.....	7
APPENDIX A: OCCUPATION RESPONSES BY REGION	15
APPENDIX B: IMPORTANCE OF AUSTRALIAN WORK EXPERIENCE BY OCCUPATION	16
APPENDIX C: MOST COMMON QUALIFICATION LEVELS BY OCCUPATION	17
APPENDIX D: USE OF EMPLOYER SPONSORED SKILLED VISA HOLDERS BY OCCUPATION	18
APPENDIX E: KEY FACTORS DRIVING SKILLED VISA SPONSORSHIP	19
APPENDIX F: QUALIFICATION RECOGNITION CHALLENGES BY OCCUPATION.....	20
APPENDIX G: REGISTRATION/LICENSING CHALLENGES BY OCCUPATION	21
APPENDIX H: EMPLOYABILITY, COMMUNICATION AND SOFT SKILLS – COMPARISON	22
APPENDIX I: SKILLED VISA HOLDER WAGES BY OCCUPATION TIER.....	23
APPENDIX J: CHANGES TO REGISTRATION/MEMBERSHIP REQUIREMENTS	24
APPENDIX K: EXPECTED DEMAND FOR SKILLED WORKERS (NEXT 5 YEARS).....	25
APPENDIX L: INDUSTRY STAKEHOLDERS	26

INTRODUCTION

The Queensland Tourism Industry Council (QTIC) is the peak industry body and leading advocate for Queensland's visitor economy, committed to the growth and sustainability of the state's tourism industry.

As a not-for-profit, membership-based organisation, we take pride in ensuring that the concerns and needs of our members and the broader tourism industry inform all relevant policy debates and that businesses have strong representation in decision-making processes.

Through delivery of workforce and skilling programs, and advocating for attraction and infrastructure investment, QTIC serves members and industry. We also provide expert advice and support, including workforce and business development opportunities and access to vital industry insights.

Queensland's visitor economy continues to expand and remains a cornerstone of the state's prosperity. In the year to June 2025, travellers spent \$40.3 billion in Queensland, \$25 billion by domestic overnight visitors, \$6.9 billion by international visitors, and \$8.3 billion by domestic day-trippers, averaging \$110.3 million per day.¹

In 2023–24, tourism generated \$37.6 billion in direct and indirect Gross State Product (GSP), or 7.4% of Queensland's total GSP. Of this, \$18.7 billion (3.7%) was contributed directly, with a further \$18.9 billion flowing through indirect activity.

The industry is powered by small business: over 90% of tourism enterprises employ fewer than 20 people. Queensland has over 65,000 tourism-related businesses, 53% of which are located outside the Brisbane region.²

Tourism is also a major employer. In 2023–24, it supported 156,000 direct filled jobs (5.0% of state employment) and 121,000 indirect jobs, totalling 8.8% of all employment, more than the agriculture, forestry and fishing (3.7%) and mining (1.8%) sectors combined. The largest sources of direct tourism employment were cafés, restaurants and takeaway food services (43,000 jobs), followed by retail trade (26,000) and accommodation (22,000).³

¹ Source: Tourism Research Australia - International Visitor Survey and Domestic Tourism Statistics. Overnight visitor expenditure only.

² Source: Tourism Research Australia - Tourism businesses in Australia, June 2019 to June 2024, Australian Bureau of Statistics.

³ Source: Tourism Research Australia - State Tourism Satellite Accounts 2023-24.

EXECUTIVE SUMMARY

Purpose

The Queensland Tourism Industry Council (QTIC) consulted 89 tourism and hospitality businesses across 13 regions in September 2025 to inform Jobs and Skills Australia (JSA) on workforce gaps, migration needs, and the 2025 Core Skills Occupation List (CSOL).

Key Findings

- Acute leadership and technical shortages: Persistent gaps in senior chefs, catering managers, hospitality, tourism and venue managers, and accommodation service managers.
- Regional vulnerability: Shortages are most severe in Tropical North, Whitsundays, Outback Queensland and other remote areas, limiting service delivery and constraining growth.
- Customer-facing roles require local presence: Nearly all employers require staff to reside in Australia due to in-person service, compliance, and local knowledge needs.
- Experience pathways matter:
 - 3–4+ years required for leadership and specialist roles (senior chefs, venue managers, sommeliers).
 - 1–2 years for supervisory pathways (front office, bar, housekeeping, cafe and restaurant supervisors).
- Qualifications and skill recognition: Vocational training (Cert III/IV) underpins most roles, but experience-based progression remains vital. Recognition and licensing barriers are low overall but higher in marine, aviation, and ranger roles.
- Employer sponsorship is critical: Visa holders fill hard-to-staff leadership and technical roles, particularly where local candidates are unavailable or unwilling. Regional businesses rely on sponsorship to maintain service quality and reduce turnover.

Why This Matters

Tourism supports 156,000 direct and 121,000 indirect jobs (8.8% of state employment) and delivers \$37.6B in GSP. If shortages persist:

- Service quality and visitor experience will decline, particularly in regional and remote destinations.
- Business growth and workforce stability will weaken, risking long-term competitiveness and investment.
- Skills gaps will widen, threatening the sector's recovery and expansion.

Recommended CSOL Actions

- Prioritise inclusion of critical roles: Senior Chefs, Catering Managers, Hospitality, tourism and venue managers, and Accommodation Service Managers.
- Maintain pathways for supervisory positions: Café and Restaurant Supervisors, Front Office Supervisors, Bar Supervisors, Housekeeping Supervisors, Outdoor Adventure Guides, Sommeliers, and Marine Transport Masters.
- Enable regional resilience:
 - Fast-track processing for regional employers.
 - Consider place-based incentives to attract and retain talent.
- Strengthen training and recognition:
 - Support VET-to-supervisor pipelines and experience-based progression.
 - Streamline licensing and recognition for regulated occupations.
- Increase wage transparency tools for small businesses to aid planning and retention.

Conclusion

A targeted CSOL that secures leadership and technical skills, particularly for regional and remote Queensland, is essential to protect service quality, enable sustainable growth, and maintain the competitiveness of Australia's visitor economy.

OVERVIEW

Purpose and context

The Migration Strategy (11 Dec 2023) sets a reform roadmap and gives Jobs and Skills Australia (JSA) a formal role in defining skill needs via evidence and tripartite advice. Within this, the Core Skills Occupation List (CSOL) targets employer-sponsored skilled migration to current workforce needs.

Governance

The Minister for Immigration and Citizenship decides the final CSOL, update cadence, and any use across other visa programs. JSA leads labour-market analysis and stakeholder engagement informing the 2025 CSOL.

Methodology and modelling

JSA's advice is underpinned by the Migration Labour Market Indicator Model plus proactive engagement. Methods (datasets, scoring/weighting, treatment of submissions/surveys) are detailed in Appendix D of the 2024 CSOL Key Findings Report. The 2025 advice will include refinements, including handling the ANZSCO → OSCA transition.

How the CSOL is built

- Starts from JSA's Occupation Shortage List (OSL) (formerly Skills Priority List).
- Tests whether migration is appropriate using outcomes on arrival, reliance on sponsorship vs employment size/vacancies, domestic supply prospects, and market salary.
- Incorporates engagement with business and unions.
- Includes occupations needed for international trade obligations.

Integrity settings

Advice may include caveats excluding certain specialisations/titles within six-digit OSCA occupations.

Consultation

Consultation spans surveys, submissions, and meetings with employers (with/without shortages), workers/job seekers (Australian and migrant), governments, academics, unions, and assessing/licensing bodies.

INDUSTRY VOICES SHAPE SKILLS AND MIGRATION PRIORITIES

In September 2025, QTIC reviewed occupational shortages across Queensland's tourism industry. Using a survey aligned to the JSA CSOL stakeholder survey, QTIC gathered insights via its membership and wider industry networks. Eighty-nine responses were received from businesses and stakeholders across 13 tourism regions, spanning:

- | | |
|---------------------------------------|--|
| • Accommodation | • Food and Beverage |
| • Adventure and Experiences | • Industry Council/Association |
| • Arts, Culture and Heritage | • Tour Operators |
| • Attractions | • Transport - Land |
| • Education, Skills and Training | • Visitor Information Services |
| • Festivals, Events and Entertainment | • Wineries, Distilleries and Breweries |

Consultation included responses from 17 micro businesses, 34 small businesses, 20 medium businesses and 18 large businesses.

TARGETED OCCUPATIONS

Core tourism and hospitality roles:

- Accommodation Service Manager
- Bar Supervisor
- Cafe and Restaurant Supervisor
- Catering Manager
- Front Office Supervisor (Accommodation)
- Housekeeping Supervisor
- Hospitality, Tourism and Venue Managers ()
- Senior Chef
- Sommelier

Specialist and related roles:

- Air Transport Professionals ()
- Entertainment, Fitness and Sports Venue Managers ()
- Gaming Supervisor
- Marine Pilot
- Marine Transport Masters/Officers/Technicians ()
- Outdoor Adventure Leader/Guide
- Park Ranger
- Performing Arts Technicians ()
- Sport and Recreation Safety Patrollers ()

CONSULTATION RESULTS

TOURISM WORKFORCE SHORTAGES REMAIN CRITICAL ACROSS QUEENSLAND

Queensland tourism employers report pronounced shortages in frontline leadership roles, particularly Café and Restaurant Supervisors, front office supervisors, accommodation service managers and housekeeping supervisors. Additional pressure points are evident for senior chefs and bar supervisors, reflecting persistent recruitment and retention challenges across food and beverage and accommodation operations.

These shortages are most concentrated in Brisbane, Tropical North Queensland and Outback Queensland, with notable gaps also reported in the Whitsundays and the Gold Coast. Beyond frontline leadership, employers cite ongoing difficulty sourcing hospitality, tourism and venue managers, as well as catering managers.

Emerging shortages are also observed in specialist and regulated roles, including outdoor adventure leader guides, sommeliers, marine transport masters, park rangers and air transport professionals. Overall, the imbalance is most acute in supervisory and accommodation leadership roles and is amplified in regional and remote locations, constraining service delivery and limiting the sector's capacity to grow. See Appendix A for a region-by-region breakdown of shortage intensity across key occupations.

If leadership and supervisory shortages persist, regional operators will face service cutbacks and closures, reducing visitor spend and threatening Queensland's \$40B tourism economy.

Acute shortages in leadership and supervisory roles threaten service delivery and regional tourism growth if not addressed through targeted migration and training pathways. ⁴

⁴ — “not elsewhere classified.” Used in the Australian and New Zealand Standard Classification of Occupations (ANZSCO) and the new Occupational Skills Classification of Australia (OSCA) to group roles that don't fall into a more specific occupation code but share similar skill levels and tasks.

PERSISTENT HIRING BARRIERS UNDERSCORE NEED FOR FLEXIBLE MIGRATION PATHWAYS

Hiring barriers are chiefly driven by thin local supply, reluctance to relocate, limited worker accommodation, seasonal volatility, and pay relativities—especially outside metropolitan areas. Employers report the strongest, most persistent shortages in Senior Chefs and Outdoor Adventure Leader Guides, with continued difficulty across Bar Supervisors, Housekeeping Supervisors, Accommodation Service Managers, and Café/Restaurant Supervisors. Where vacancies persist, businesses cite prolonged recruitment times and the need for experienced supervisors to stabilise service quality.

Signals are more mixed for Hospitality, Tourism and Venue Managers, Catering Managers, Entertainment, Fitness and Sports, and Marine Transport Masters (the latter also affected by licensing/recognition steps). By contrast, Front Office Supervisors show fewer widespread barriers, and Sommeliers and Park Rangers present limited evidence of broad hiring challenges. Overall, pressure centres on senior culinary and frontline supervisory leadership, with outcomes hinging on location, seasonality, housing availability, and the depth of experienced candidates.

Without flexible migration settings, critical vacancies for senior chefs, outdoor adventure guides, and frontline managers, will persist, stretching recruitment timelines, increasing wage pressure, and reducing business capacity, especially in regional and outback areas.

Because hiring barriers remain acute, particularly for senior chefs and adventure guides, migration options must stay open and be adaptable to local and regional conditions.

ONSHORE WORKFORCE ESSENTIAL FOR SERVICE QUALITY AND COMPLIANCE

Across the surveyed occupations, employers reported a strong requirement for workers to reside in Australia. This reflects the service-based, customer-facing and regionally dependent nature of tourism and hospitality work, where in-person delivery, compliance, and local knowledge are essential.

High consensus was recorded for frontline leadership and operations: senior chefs; hospitality, tourism and venue managers; housekeeping, café and restaurant, front office, accommodation services and bar supervisors; and catering managers. Similar requirements were noted for outdoor adventure leaders and regulated or place-based roles such as marine transport masters, entertainment, fitness, sport, performing arts technicians, park rangers and sport and recreation safety patrol.

Only a small subset showed flexibility. Air transport professionals were the single occupation where residency was not consistently mandated, with responses indicating some scope for non-resident or remote arrangements.

Overall, the evidence indicates residency in Australia is considered essential for the vast majority of occupations, particularly in hospitality, accommodation and supervisory roles where face-to-face service and on-site oversight are critical. Retain the onshore requirement but make the explicit exception for Air Transport Professionals clear—reflecting their licensing needs and safety-critical conversion timelines. See Appendix B: most tourism leadership roles require workers to reside in Australia, while air transport professionals show some flexibility.

If policy doesn't recognise the need for onshore workers, employers may experience higher turnover, compliance breaches, and inconsistent service delivery, especially in customer-facing roles.

Because tourism roles are overwhelmingly in-person and compliance-driven, visa programs should prioritise workers already onshore or willing to relocate.

EXPERIENCE THRESHOLDS DEFINE PATHWAYS TO LEADERSHIP AND SPECIALIST ROLES

Employers report the highest experience thresholds in senior and specialist roles. Positions such as senior chefs, hospitality, tourism and venue managers, accommodation service managers, sommeliers and air transport professionals commonly require three to four or more years of prior experience. Park ranger roles show greater variability but still include instances of higher tenure requirements.

Mid-tier supervisory roles tend to require one to two years' experience. Bar supervisors, front office supervisors and housekeeping supervisors most frequently fall within this range, with a smaller share of employers seeking three years. By contrast, several entry-pathway roles are more flexible.

Café and Restaurant Supervisors are generally expected to have one to two years' experience, with some employers indicating no prior experience is essential. Outdoor adventure leader or guide and recreational roles also present mixed expectations, including one year or none.

Overall, the pattern indicates a clear progression: senior culinary and management positions demand substantial tenure; supervisory pathways typically start at one to two years; and a subset of roles provide lower-experience entry points. Appendix B details experience thresholds: 3–4+ years for management and specialist positions, 1–2 years for supervisory pathways.

Failing to align visa and training settings with experience requirements will leave senior and specialist roles vacant longer and limit career progression for local workers.

Clear experience thresholds highlight the need for migration settings that recognise both specialist tenure and accessible pathways for supervisory roles.

LOCAL EXPERIENCE CRITICAL IN CUSTOMER-FACING AND REGULATED ROLES

Australian work experience is considered highly important for customer-facing leadership and regulated roles, notably front office supervisors, accommodation service managers, outdoor adventure leader guides, entertainment, fitness, sport roles, air transport professionals, and performing arts technicians. Employers emphasise local standards, compliance requirements and meeting customer expectations as the key reasons.

For bar supervisors, hospitality, tourism and venue managers, catering managers, marine transport masters and park rangers, views are mixed. Some employers value local experience for familiarity with regulations and service norms, while others prioritise broader managerial or technical capability.

By contrast, Australian experience is generally not required for senior chefs, housekeeping supervisors, sommeliers and Café and Restaurant Supervisors, where employers focus more on technical proficiency and transferable skills. Overall, the pattern is clear: customer-facing leadership roles place greater weight on Australian experience, while culinary and housekeeping roles are more globally transferable and often assessed on demonstrated skill rather than local tenure. As shown in Appendix B, Australian work experience is essential for front office supervisors and accommodation service managers but not for senior chefs or sommeliers.

Ignoring local experience needs in regulated and customer-facing roles risks compliance failures, service quality decline, and safety issues for visitors and staff.

Local experience is essential for customer-facing leadership and regulated roles, while culinary and housekeeping positions rely more on transferable skills.

VET CREDENTIALS AND PRACTICAL EXPERIENCE ANCHOR CAREER PROGRESSION

Vocational qualifications, primarily Certificates III and IV and Diplomas form the core credential pathway across Queensland's tourism workforce. They are most commonly associated with senior chefs, hospitality, tourism and venue managers, café, restaurant and front office supervisors, bar supervisors, catering managers, park rangers, air transport professionals and marine transport masters. For these roles, VET provides job-ready skills aligned to operational and supervisory requirements.

At the same time, many occupations are accessible via experience rather than formal study. Employers frequently accept practical workplace experience for housekeeping supervisors, accommodation service managers, front office and café, restaurant supervisors, outdoor adventure guides, sommeliers, performing arts technicians and some marine transport roles. On-the-job training and demonstrated competence can substitute for formal credentials, particularly in service and frontline leadership positions.

Higher education appears less frequently but is present in management, leadership and niche specialist roles. It is reported for accommodation service managers, hospitality, tourism and venue managers, entertainment, fitness, sports roles, park rangers, sommeliers, senior chefs and some front office supervisors. Overall, the sector is VET-led, with substantial pathways based on experience, and higher education concentrated in select managerial or specialised occupations. See Appendix C for roles where practical experience can substitute for formal study, such as housekeeping supervisors and outdoor adventure guides.

If VET pipelines and recognition of practical experience aren't supported, the sector will struggle to fill supervisory and management roles, slowing productivity and business growth.

Tourism is predominantly VET-led, so migration and training policy should support Certificate III and IV pathways and value practical experience over formal study when appropriate.

EMPLOYER SPONSORSHIP REMAINS VITAL TO FILL LEADERSHIP AND TECHNICAL GAPS

Employer reliance is highest for Senior Chefs, Catering Managers, and Hospitality, Tourism and Venue Managers, with Accommodation Service Managers also frequently sponsored, crucial in regional/tourism areas with thin local supply. Sponsorship is also used, selectively, for frontline supervisors (Café/Restaurant, Bar, Front Office/Accommodation, Housekeeping) and Outdoor Adventure Leader Guides (specialist skills, limited domestic pathways, WHM/tenure limits). Targeted use extends to Sommeliers (expert wine), Marine Transport Masters (licensing/recognition), and Air Transport Professionals (strong cross-industry competition).

Across roles, employers sponsor to address skill shortages and lack of local applicants, most acute in hospitality and accommodation. Regional factors, isolation, limited housing, seasonality, and in some areas WHM gaps and processing delays, widen the shortfall. Sponsorship secures longer-term commitment, stabilises rosters, and brings experienced leadership and niche expertise. Beyond filling jobs, it underpins service continuity, quality, compliance, and staff training. Where local pipelines are thin, especially in regional Queensland, sponsorship provides the stability and specialised capability needed to meet demand and grow.

Tightening sponsorship will deepen shortages and push operators toward short-tenure casual staffing, shrinking services, especially in regional and remote areas.

Sponsorship is essential to secure experienced leaders and specialists, sustaining capacity where local talent is scarce across regional and remote Queensland.

RECOGNITION PROCESSES GENERALLY SMOOTH BUT BLOCK TALENT IN REGULATED FIELDS

Most surveyed occupations report no widespread qualification recognition issues. Roles such as sommeliers, performing arts technicians, housekeeping supervisors, outdoor adventure guides, cafe and restaurant supervisors, Front Office Supervisors (Accommodation), bar supervisors, entertainment, fitness and sports, and catering managers were largely problem-free, with only occasional “unsure” responses.

Mixed results were observed for senior chefs, hospitality and tourism managers and accommodation service managers: many employers reported no difficulty, but a sizeable minority indicated challenges, suggesting variation by jurisdiction, assessor and role requirements. Notable issues cluster in specialist, regulated occupations, particularly marine transport masters, park rangers and air transport professionals, where multiple “yes” responses point to more frequent recognition hurdles. Across the board, the presence of “unsure/don’t know” answers indicate gaps in employer awareness of recognition pathways, even when problems are infrequent. As shown in Appendix F, qualification recognition issues are concentrated in regulated roles such as marine transport masters and park rangers.

Unresolved recognition barriers will block qualified overseas talent, leaving specialised roles vacant and pushing employers to cut services or pay inflated costs to fill gaps.

Recognition processes are mostly smooth but can block talent in regulated marine, aviation, and ranger roles - targeted streamlining could unlock skilled supply.

COMPLEX LICENSING IN MARINE AND AVIATION ROLES CREATES ENTRY BARRIERS

Most mainstream hospitality and supervisory occupations report no significant registration or licensing barriers. Employers generally indicated smooth pathways for sommeliers, senior chefs, hospitality and tourism managers, housekeeping supervisors, outdoor adventure guides, cafe and restaurant supervisors, Front Office Supervisors (Accommodation), bar supervisors, catering managers, performing arts technicians, and entertainment, fitness and sports roles. A small number of “yes/maybe” responses suggest isolated issues or uncertainty rather than systemic problems.

By contrast, accommodation service managers show a more even split, indicating that compliance requirements can pose challenges in some settings. The clearest evidence of licensing difficulty arises in specialist, regulated occupations, notably marine transport masters, park rangers, and air transport professionals, where registration and accreditation are more complex and can create genuine hurdles for sponsored workers. Overall, licensing barriers are minimal in core hospitality roles, moderate for some management positions, and most pronounced in highly regulated fields. Appendix G indicates licensing is straightforward for mainstream hospitality but complex for marine and aviation occupations

Without faster, clearer licensing, marine and aviation operators risk safety non-compliance, delayed services, and loss of high-value tourism offerings such as reef and outback tours.

Most mainstream hospitality roles are regulation-light, but specialist compliance hurdles in marine and aviation require clearer, faster licensing pathways.

VISA HOLDERS MATCH OR EXCEED LOCAL SOFT SKILLS ACROSS MOST ROLES

Employers generally rate visa holders' employability, communication and soft skills as comparable to Australians across most occupations, including senior chefs; cafe and restaurant, front office and housekeeping supervisors; accommodation service managers; bar supervisors; hospitality, tourism and venue managers; sommeliers; outdoor adventure guides; air transport professionals; marine transport masters; and performing arts technicians. In these roles, most respondents perceive little or no difference.

Where differences are noted, they skew positive in several management and service-facing roles. Employers cited visa holders as above Australians for professionalism, work ethic and customer focus in accommodation service management, housekeeping, cafe and restaurant and bar supervision, front office supervision, hospitality and tourism and venue management, entertainment, fitness and sports, performing arts technicians and sommeliers.

Negative assessments were less common and concentrated in a handful of roles, particularly senior chefs and some supervisory positions (housekeeping, front office, cafe and restaurant, bar), as well as marine transport masters, park rangers, catering managers and sport/recreation safety patrol, where some employers reported communication or cultural-fit issues. Overall, the prevailing view is parity, with positive differentials more frequent than negative ones in customer-facing leadership and management contexts. Appendix H shows visa holders' soft skills often equal or exceed local workers, especially in management and service-facing roles.

Assuming soft skill deficits and limiting access to skilled migrants will waste talent and create unnecessary barriers to filling leadership and service roles efficiently.

Visa holders generally match or exceed local soft skills, easing cultural integration concerns and reinforcing their value in leadership and service delivery.

WAGE AWARENESS VARIES WIDELY, LIMITING SMALL BUSINESS PLANNING

Employer awareness of wages for sponsored workers is mixed. Knowledge is comparatively stronger in management and senior roles, accommodation service managers, hospitality and tourism managers and senior chefs, though even here responses are not uniformly confident. By contrast, awareness is notably weaker in support and supervisory roles, including café, restaurant, front office, housekeeping and bar supervisors, as well as outdoor adventure guides.

Minimal knowledge was reported for niche or smaller cohorts such as sommeliers, entertainment, fitness, park rangers, performing arts technicians and sport, recreation patrol. Overall, wage literacy appears highest where roles are salaried and centrally managed, and lowest in award-driven frontline teams.

Reported earnings align with role seniority. Supervisory roles (housekeeping, cafe and restaurant, front office, bar supervisors; outdoor adventure guides) typically fall between \$60,000–\$90,000, with common award-aligned hourly rates around \$25–\$38 and occasional outliers to ~\$100,000.⁵

Managerial roles (hospitality and tourism managers, accommodation service managers, catering managers) commonly range \$70,000–\$120,000, with high-end packages up to ~\$180,000 in larger or luxury operations.

Specialist roles vary senior chefs are reported at \$74,000–\$130,000+; sommeliers from award rates (~\$30–\$38/hr) to \$100,000+; marine transport around ~\$72,000 (broadly aligned with Australians); air transport professionals around ~\$120,000; and entertainment, fitness generally award-aligned with allowances. See Appendix I for typical pay bands by occupation and where employer wage knowledge is strongest or weakest.

If wage transparency isn't improved, small operators may overpay or underpay, driving turnover, compliance risk, and instability in an already thin workforce.

Wage literacy is patchy in frontline roles; better wage transparency tools could improve planning and retention for small businesses.

⁵ The tilde symbol (~) is used throughout this report to mean "approximately."

REGULATORY SETTINGS REMAIN STABLE WITH POCKETS OF CHANGE

Across occupations, registration or membership settings appear stable, with 174 responses of “no change” vs 18 “change” responses (≈91% stable; ≈9% changed).⁶ No changes dominated for senior chefs, sommeliers, catering managers, park rangers, air transport professionals, sport and recreation safety patrol, and performing arts technicians.⁷

Where changes were noted, they were concentrated in supervisory and managerial roles: accommodation service managers, cafe and restaurant supervisors, front office supervisors, housekeeping supervisors, bar supervisors, and hospitality, tourism and venue managers, with smaller signals for marine transport masters, outdoor adventure leaders and entertainment, fitness and sports. Appendix J tracks stability in most roles, with only small clusters of recent change in supervisory and management positions.

Failure to monitor and communicate regulatory shifts could trap employers in non-compliance, slow recruitment, and discourage sponsorship in pivotal management roles.

Regulatory stability is the norm, monitoring changes in key supervisory and management roles is essential to maintain clear sponsorship pathways.

RISING DEMAND FOR CORE HOSPITALITY AND ACCOMMODATION ROLES REQUIRES ACTION NOW

Demand is expected to rise strongly over the next five years in core hospitality and accommodation roles. Employers anticipate clear increases for senior chefs, cafe and restaurant supervisors, Front Office Supervisors (Accommodation), accommodation service managers, bar supervisors and housekeeping supervisors, reflecting sustained growth in visitor activity and ongoing workforce gaps.

Growth expectations are moderate or mixed for hospitality, tourism and venue managers, outdoor adventure leader guides, catering managers, entertainment, fitness and sports workers and sommeliers, most foresee increases, but a meaningful share expect stable or are uncertain.

Views are balanced for performing arts technicians and marine transport masters, indicating a roughly even split between growth and stability. For park rangers, air transport professionals and sport and recreation safety patrol, responses were few and more uncertain, limiting visibility on future demand.

Overall, the strongest demand signals concentrate in frontline leadership across food and accommodation, with more varied outlooks in specialist and niche roles. Appendix K confirms the strongest five-year demand signals are in senior chefs and supervisory accommodation roles.

Ignoring projected demand will result in chronic shortages, slower industry recovery, and lost competitiveness as other states and countries capture tourism growth.

Demand for core hospitality and accommodation roles will intensify, requiring a proactive migration pipeline and training investment now to avoid future gaps.

⁶ The symbol “≈” is used throughout this report to indicate “approximately” or “roughly equal to.”

⁷ Percentages are based on 192 occupation-level responses provided by 89 employers; respondents could answer for multiple occupations or skip some.

STRATEGIC MIGRATION AND TRAINING ESSENTIAL TO SUSTAIN TOURISM COMPETITIVENESS

Queensland's tourism and hospitality sector is a major driver of jobs, investment, and regional vitality, yet it continues to face persistent and deepening workforce shortages. Without targeted migration and training pathways, these gaps will erode service quality, restrict business growth, and reduce the visitor experience that underpins the state's \$40 billion visitor economy.

By prioritising critical leadership and technical roles on the Core Skills Occupation List, streamlining recognition and licensing in regulated fields, and strengthening local training-to-supervisor pipelines, policymakers can help secure the skills needed to keep Queensland's tourism industry competitive and resilient. Acting now will sustain regional communities, protect small business viability, and ensure tourism remains a strong contributor to Australia's economic future.

APPENDIX A: OCCUPATION RESPONSES BY REGION

Occupation	Metropolitan	Regional	Remote
Sommeliers	Brisbane, Gold Coast	Whitsundays	Queensland
Senior Chefs	Brisbane, Gold Coast, Redland City	Tropical North, South Burnett, Queensland Country	Outback QLD, Nationwide, VIC/NSW/QLD, Queensland
Hospitality, Tourism and Venue Managers	Brisbane, Gold Coast, Redland City	Tropical North	Outback QLD, Queensland
Housekeeping Supervisors	Brisbane, Gold Coast, Redland City	Tropical North, Capricorn, Whitsundays, Sunshine Coast, Queensland Country, Townsville, Mackay, Gladstone	Outback QLD, Nationwide, VIC/NSW/QLD, Queensland
Café Restaurant Supervisors	Brisbane, Gold Coast, Redland City	Tropical North, Whitsundays, Queensland Country, South Burnett	Outback QLD, Nationwide, VIC/NSW/QLD, Queensland
Front Office Supervisors (Accom)	Brisbane, Gold Coast	Tropical North, Whitsundays, Sunshine Coast, Queensland Country, Townsville, Mackay, Gladstone	Outback QLD, Nationwide, VIC/NSW/QLD, Queensland, Statewide
Accommodation Service Managers	Brisbane, Gold Coast, Redland City	Tropical North, Whitsundays, Sunshine Coast	Outback QLD, Nationwide, VIC/NSW/QLD, Queensland, Statewide
Bar Supervisors	Brisbane, Gold Coast, Redland City	Tropical North, Whitsundays	Outback QLD, Nationwide, VIC/NSW/QLD, Queensland
Catering Managers	Brisbane, Redland City	Tropical North, Queensland Country, South Burnett, Whitsundays	Outback QLD, Nationwide, Queensland
Sport and Rec Safety Patrol	—	—	NSW/VIC/QLD
Performing Arts Technicians ()	Brisbane	—	—
Park Rangers	—	Tropical North	Nationwide
Outdoor Adventure Leader Guides	Brisbane, Gold Coast	Gladstone, Capricorn, Townsville, Tropical North	Outback QLD, Nationwide
Marine Transport Masters	—	Whitsundays, Townsville, Tropical North	Nationwide
Entertainment, Fitness and Sports	Brisbane, Gold Coast	Bundaberg, Tropical North, Queensland Country	Outback QLD
Air Transport Professionals	Brisbane	—	—

Table 1: Occupation responses by region

APPENDIX B: IMPORTANCE OF AUSTRALIAN WORK EXPERIENCE BY OCCUPATION

Importance Level	Occupations	Key Notes
High (Australian work experience often essential)	<ul style="list-style-type: none"> • Front Office Supervisors • Accommodation Service Managers • Outdoor Adventure Leader Guides • Entertainment, Fitness and Sports • Air Transport Professionals • Performing Arts Technicians 	Strong emphasis due to local standards, customer expectations, or compliance needs.
Moderate (Mixed views across employers)	<ul style="list-style-type: none"> • Bar Supervisors • Hospitality, Tourism and Venue Managers • Catering Managers • Marine Transport Masters • Park Rangers 	Split results — some employers see value in local experience; others consider it less critical.
Low (Australian work experience not generally required)	<ul style="list-style-type: none"> • Senior Chefs • Housekeeping Supervisors • Sommeliers • Café Restaurant Supervisors 	Employers focus more on technical ability and transferable skills than local experience.

Table 2: Importance of Australian work experience by occupations

APPENDIX C: MOST COMMON QUALIFICATION LEVELS BY OCCUPATION

Qualification Level	Occupations	Notes
Vocational (Certificate III/IV, Diplomas)	<ul style="list-style-type: none"> • Senior Chefs • Hospitality, Tourism and Venue Managers • Café Restaurant Supervisors • Front Office Supervisors • Bar Supervisors • Catering Managers • Park Rangers • Air Transport Professionals • Marine Transport Masters 	Vocational pathways form the core qualification standard for most hospitality and supervisory roles.
None of the Above (Experience over qualifications)	<ul style="list-style-type: none"> • Housekeeping Supervisors • Accommodation Service Managers • Front Office Supervisors • Café Restaurant Supervisors • Outdoor Adventure Guides • Sommeliers • Performing Arts Technicians • Marine Transport Masters 	Practical workplace experience often substitutes for formal study, especially in service and supervisory positions.
Higher Education (Bachelor's, Graduate Diploma, Master's)	<ul style="list-style-type: none"> • Accommodation Service Managers • Hospitality, Tourism and Venue Managers • Entertainment, Fitness and Sports • Park Rangers • Sommeliers • Senior Chefs • Front Office Supervisors 	Higher-level study is less common overall, but appears in management, leadership, or niche/specialised roles.

Table 3: Most common qualifications levels by occupation

APPENDIX D: USE OF EMPLOYER SPONSORED SKILLED VISA HOLDERS BY OCCUPATION

Tier	Occupations	Key Notes
High Reliance (Visa holders widely used)	<ul style="list-style-type: none"> • Senior Chefs • Catering Managers • Hospitality, Tourism and Venue Managers • Accommodation Service Managers 	Core areas of skill shortages — especially chefs and catering. Managers also show notable sponsorship to maintain service levels, particularly in regional/tourism contexts.
Moderate Use (Mixed, some sponsorship activity)	<ul style="list-style-type: none"> • Café Restaurant Supervisors • Front Office Supervisors (Accommodation) • Bar Supervisors • Marine Transport Masters • Entertainment, Fitness and Sports • Sommeliers • Air Transport Professionals 	Sponsorship occurs but is not the norm — often case-by-case, or dependent on regional/operational needs.
Low/Minimal Use (Rarely or not at all)	<ul style="list-style-type: none"> • Housekeeping Supervisors • Outdoor Adventure Guides • Performing Arts Technicians • Sport and Recreation Safety Patrol • Park Rangers 	These occupations are less reliant on skilled visa holders, with most employers indicating they recruit locally or have not targeted visa applicants.

Table 4: Use of employer sponsored skilled visa holders by occupation

APPENDIX E: KEY FACTORS DRIVING SKILLED VISA SPONSORSHIP

Rank	Factor
Skill Shortages and Lack of Local Applicants	<p>Most frequently cited across all roles. Employers cannot find enough Australians with the right skills or willingness to apply.</p> <ul style="list-style-type: none"> • <i>Senior Chefs</i>: “Nationwide shortage of chefs” • <i>Café and Bar Supervisors</i>: “Unfilled vacancies,” “better skilled applicants overseas” • <i>Catering Managers</i>: “Australians not available to do the work required.”
Regional and Remote Challenges	<p>Employers in Outback/regional areas struggle due to isolation, housing shortages, and seasonal work.</p> <ul style="list-style-type: none"> • <i>Accommodation Managers</i>: “Unable to attract long-term managers due to housing and limited supply” • <i>Housekeeping Supervisors</i>: “Difficult to attract employees to stay long term due to seasonality” • <i>Outdoor Guides</i>: “Unable to attract suitable Australian workers.”
Retention, Stability and Commitment	<p>Skilled visa holders often stay longer, reducing turnover and providing consistency.</p> <ul style="list-style-type: none"> • <i>Senior Chefs</i>: “Semi/long-term commitment often not the case with Australians” • <i>Hospitality and Accommodation Managers</i>: Sponsorship helps maintain leadership stability and reduce turnover.
Specialist Skills and Experience	<p>Certain roles require niche expertise not easily found in Australia.</p> <ul style="list-style-type: none"> • <i>Sommeliers</i>: “Exceptional wine knowledge” • <i>Hospitality Managers</i>: “Luxury experience, compliance knowledge” • <i>Bar Supervisors</i>: “International expertise, RSA/licensing compliance.”
Business Growth, Standards and Compliance	<p>Sponsorship supports expansion, quality control, and compliance with industry standards.</p> <ul style="list-style-type: none"> • <i>Accommodation Managers</i>: “To maintain continuity and compliance” • <i>Hospitality Managers</i>: “Ensures customer satisfaction and competitiveness” • <i>Bar Supervisors</i>: “Ensures RSA/licensing compliance, trains junior staff.”

Table 5: key factors driving skilled visa sponsorship

APPENDIX F: QUALIFICATION RECOGNITION CHALLENGES BY OCCUPATION

Category	Occupations	Notes
No Major Issues	<ul style="list-style-type: none"> • Sommeliers, • Performing Arts Technicians, • Housekeeping Supervisors, • Outdoor Adventure Guides, • Café Restaurant Supervisors, • Front Office Supervisors (Accommodation), • Bar Supervisors, • Entertainment, fitness and Sports, • Catering Managers 	Clear majority reported no difficulties; occasional “unsure” responses but not widespread.
Mixed / Some Issues	<ul style="list-style-type: none"> • Senior Chefs, • Hospitality and tourism Managers, • Accommodation Service Managers 	Split responses: many said No, but a significant proportion reported Yes, showing variation across employers.
Notable Issues	<ul style="list-style-type: none"> • Marine Transport Masters, • Park Rangers, • Air Transport Professionals 	Multiple “Yes” responses or evenly split (e.g., Marine Masters 3 Yes vs. 1 Don’t know). These roles appear more likely to face qualification recognition challenges.

Table 6: Qualification recognition challenges by occupation

APPENDIX G: REGISTRATION/LICENSING CHALLENGES BY OCCUPATION

Category	Occupations	Notes
No Major Issues	<ul style="list-style-type: none"> • Sommeliers, Senior Chefs, • Hospitality and tourism Managers, • Housekeeping Supervisors, • Outdoor Adventure Guides, • Café Restaurant Supervisors, • Front Office Supervisors (Accommodation), • Bar Supervisors, • Catering Managers, • Performing Arts Technicians, • Entertainment, fitness and Sports 	Most employers reported no significant barriers, though some “Yes/Maybe” responses indicate isolated issues or uncertainty.
Mixed / Some Issues	<ul style="list-style-type: none"> • Accommodation Service Managers 	A more even split, showing that licensing may present a challenge for some businesses, especially in compliance-heavy roles.
Notable Issues	<ul style="list-style-type: none"> • Marine Transport Masters • Park Rangers • Air Transport Professionals 	Specialist and regulated roles (marine, aviation, rangers) show clearer evidence of licensing difficulties.

Table 7: Registration/licensing challenges by occupation

APPENDIX H: EMPLOYABILITY, COMMUNICATION AND SOFT SKILLS – COMPARISON

Category	Occupations	Notes
About the Same	<ul style="list-style-type: none"> • Senior Chefs • Café Restaurant Supervisors • Front Office Supervisors (Accommodation) • Housekeeping Supervisors • Accommodation Service Managers • Bar Supervisors • Hospitality, Tourism and Venue Managers • Sommeliers • Outdoor Adventure Guides • Air Transport Professionals • Marine Transport Masters • Performing Arts Technicians 	Most employers see little to no difference between visa holders and Australians.
Above Australians	<ul style="list-style-type: none"> • Accommodation Service Managers • Housekeeping Supervisors • Café Restaurant Supervisors • Bar Supervisors • Front Office Supervisors (Accommodation) • Hospitality, Tourism and Venue Managers • Entertainment, Fitness and Sports • Performing Arts Technicians • Sommeliers 	Employers noted better professionalism, work ethic, or customer focus among visa holders.
Below Australians	<ul style="list-style-type: none"> • Senior Chefs • Housekeeping Supervisors • Front Office Supervisors (Accommodation) • Café Restaurant Supervisors • Bar Supervisors • Marine Transport Masters • Park Rangers • Catering Managers • Sport and Recreation Safety Patrol 	Some employers flagged issues with communication, cultural fit, or soft skills, though this was a minority view overall.

Table 8: Employability, communication and soft skills – comparison

APPENDIX I: SKILLED VISA HOLDER WAGES BY OCCUPATION TIER

Tier	Occupations	Typical Earnings (before tax/deductions)
Supervisory Roles	<ul style="list-style-type: none"> Housekeeping Supervisors Cafe and restaurant Supervisors Front Office Supervisors (Accommodation) Bar Supervisors Outdoor Adventure Guides 	<ul style="list-style-type: none"> \$60,000 – \$90,000 Hourly rates: ~\$25–38/hr (award-based) Some upper outliers ~\$100K
Managerial Roles	<ul style="list-style-type: none"> Hospitality and tourism Managers Accommodation Service Managers Catering Managers 	<ul style="list-style-type: none"> \$70,000 – \$120,000 common High end: up to \$180,000 in luxury/large operations Often aligned with awards, but many above
Specialist Roles	<ul style="list-style-type: none"> Senior Chefs Sommeliers Marine Transport Masters Air Transport Professionals Entertainment, fitness and Sports 	<ul style="list-style-type: none"> Senior Chefs: \$74,000 – \$130,000+ Sommeliers: Award rates (~\$30–38/hr) to \$100K+ Marine Transport: ~\$72,000, aligned with Australians Air Transport: ~\$120,000 Entertainment, fitness: Award-aligned, with allowances

Table 9: Skilled visa holder wages by occupation tier

APPENDIX J: CHANGES TO REGISTRATION/MEMBERSHIP REQUIREMENTS

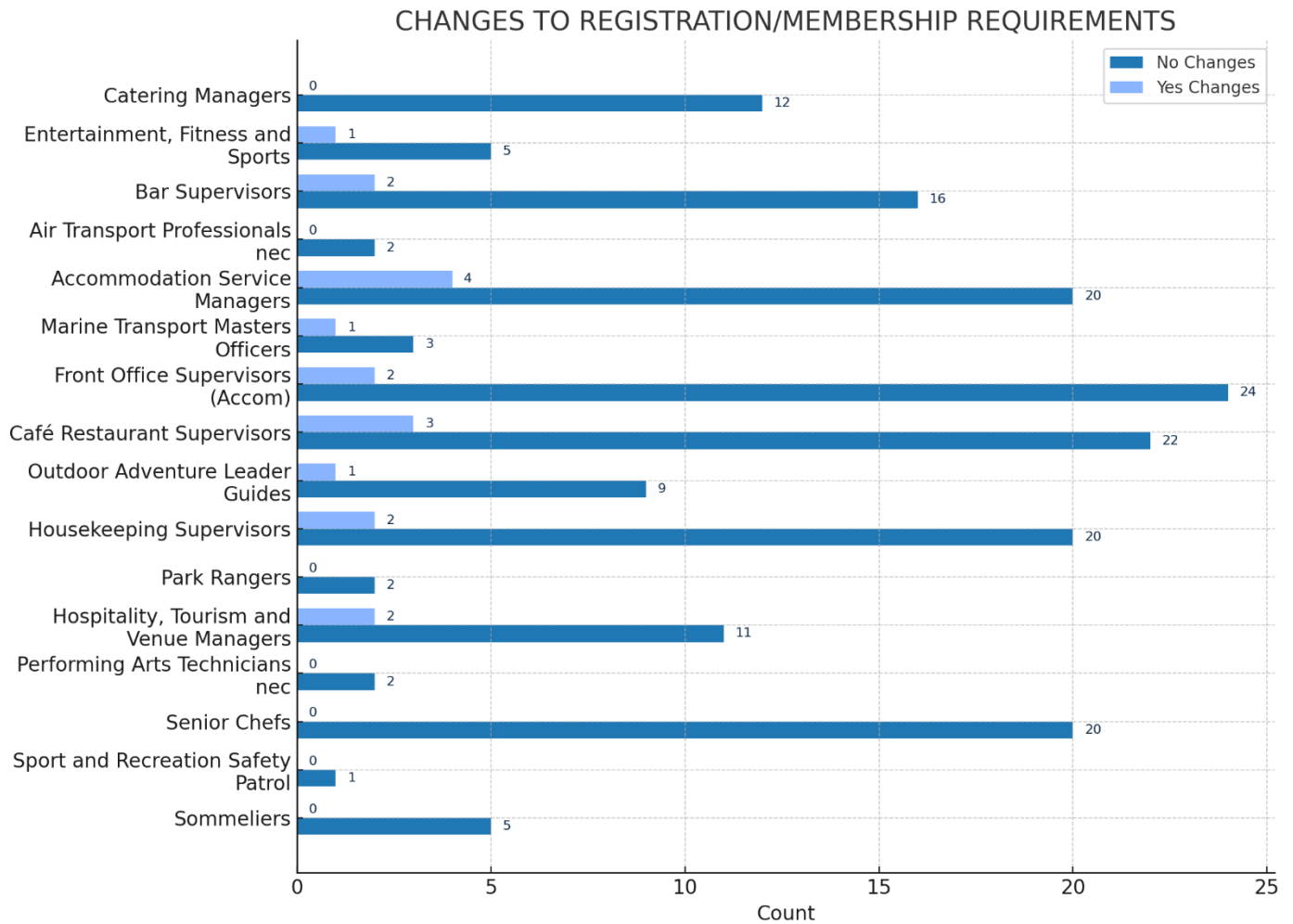


Figure 10: Changes to registration/membership requirements⁸

⁸ Percentages are based on 192 occupation-level responses provided by 89 employers; respondents could answer for multiple occupations or skip some.

APPENDIX K: EXPECTED DEMAND FOR SKILLED WORKERS (NEXT 5 YEARS)

Demand	Occupations	Key Pattern
Strong Increase	<ul style="list-style-type: none"> • Senior Chefs, • Café Restaurant Supervisors, • Front Office Supervisors (Accommodation), • Accommodation Service Managers, • Bar Supervisors, • Housekeeping Supervisors 	Clear majority expect increase in demand. Strong growth across core hospitality and accommodation roles.
Moderate / Mixed	<ul style="list-style-type: none"> • Hospitality, Tourism and Venue Managers, • Outdoor Adventure Leader Guides, • Catering Managers, • Entertainment, fitness/Sports Workers, • Sommeliers 	Mostly increase, but noticeable stable/uncertain responses. Growth expected, but less consistent.
Stable / Balanced	<ul style="list-style-type: none"> • Performing Arts Technicians , • Marine Transport Masters Officers 	Balanced views of increase and stable demand.
Limited/Uncertain	<ul style="list-style-type: none"> • Park Rangers, • Air Transport Professionals , • Sport and Recreation Safety Patrol 	Few responses overall, with higher uncertainty or low visibility on future demand.

Table 11: Expected Demand for Skilled Workers (Next 5 Years)

APPENDIX L: INDUSTRY RESPONDENTS